NIMA | NATIONAL IMAGERY AND MAPPING AGENCY
Know the Earth ✦ Show the Way
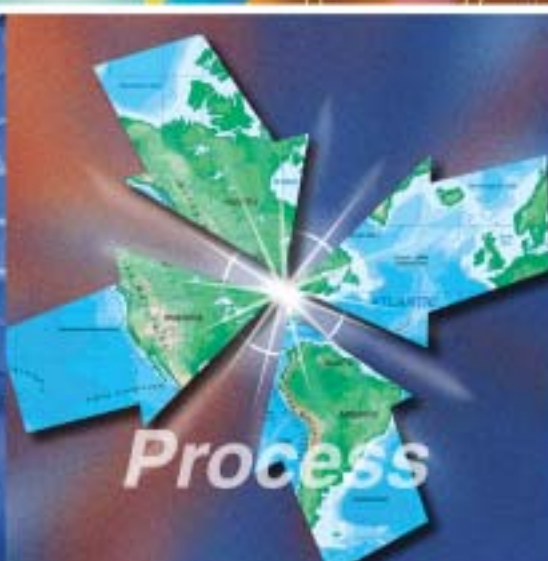
FY04-05

People

Process

Technology

Corporate Transformation
Business Plan

Transformation is Everyone's Responsibility

Message from the Director

As one NIMA team, we can all take pride in the critical role our Agency plays in support of our national security. Despite our outstanding accomplishments to date, we are operating in a new threat environment with new and evolving challenges. We are no longer facing known threats with known capabilities and forces. We do not have the luxury of knowing with any degree of certainty where we will fight. Our enemies are many. They are smaller and more agile. Their bases of operations are elusive, and they are not necessarily tied to or sponsored by any nation. These factors make it very difficult to plan against the threats posed by our enemies. They also multiply the challenges NIMA faces in providing our customers the information and knowledge they demand—in a timely manner and in a ready-to-use format.

Transformation is the continuing process we must undertake to meet the rapidly changing needs of our customers and the threats faced by our nation. We all must change how we do business—how we accomplish our individual pieces of our mission. This includes not only our analytical workforce, but also those who play key roles in Human Resources, training, acquisition, contracts, finance, and all of our support functions. We are not going to transform overnight, and we are not going to transform all at once. We will establish priorities that focus on our early successes, and then we will build upon these along the way.

NIMA's senior leadership endorses this Corporate Transformation Business Plan (CTBP) as the vehicle to ensure our transformation goals are achieved. The FY04-05 CTBP defines our transformation priorities and aligns them with our corporate investment strategy. Our long-term success will not be without challenges. We must continuously reevaluate the balance of our investments between ensuring today's mission success and achieving our strategic goals.

NIMA's historic transformation—which is serving as a success story for the entire Intelligence Community—is due to the hard work and dedication of our most valued resource, our workforce. We must recognize, however, the changes that accompany transformation promise to be unsettling, both in our work and in our lives. Our response to this challenge must be a total team effort. NIMA's leadership needs your help to transform our Agency. We also need to know how leadership can help you as you find new and creative ways to achieve our mission. We all need to engage in our daily work to refine our priorities further and, most importantly, to execute the tasks that will transform our Agency as we continue to Know the Earth…Show the way!

JAMES R. CLAPPER, JR.
Lieutenant General, USAF (Ret.)
Director

Purpose

The FY04-05 Corporate Transformation Business Plan (CTBP) provides the near-term focus and longer-term guidance to NIMA's workforce for transforming our capabilities consistent with the future needs of our customers. It supports the Director of Central Intelligence (DCI) Imperatives for our Nation's Security 2002 and the Department of Defense (DoD) Defense Planning Guidance (DPG) and requires the dedicated support of all government and contractor employees to successfully execute. When incorporated into NIMA's Program Objective Memorandum/Intelligence Program Objective Memorandum (POM/IPOM) Guidance, the CTBP provides an investment strategy that aligns resources with transformation priorities, and develops a framework to measure performance against these priorities. The FY04-05 CTBP builds upon last year's progress and further aligns our transformation strategy.

Introduction

NIMA's mission is to provide timely, relevant, and accurate Geospatial Intelligence in support of national security. This includes providing capabilities to our information-sharing partners within the National System for Geospatial Intelligence (NSGI) to Task, Process, Post, and Use (TPPU)/Task, Process, Exploit and Disseminate (TPED) Geospatial Intelligence.

> Geospatial Intelligence is defined as the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the Earth.

Current and emerging threats to America's national interests demand that Geospatial Intelligence information and systems have the flexibility to enable well-informed decision-making and provide support to mission execution at all levels. The Director of Central Intelligence (DCI) Intelligence Imperatives for our Nation's Security 2002 and the DoD Defense Planning Guidance FY04-09 provide direction to develop appropriate plans to meet these enduring challenges. In summary these guidance documents focus on:

- Reaffirming America's global interests, and those of our allies, and illuminate the wide range of threats and vulnerabilities inherent therein.

- Highlighting effective denial and deception actions on the part of hostile and potentially hostile nations and non-state actors to defeat our ability to detect, analyze, and characterize their capabilities, intentions, and actions.

- Levying the requirement to prevail against threats to U.S. and allied national security interests. The spectrum of threats ranges from strategic nuclear attack through conventional warfare, and includes threats from failed states, asymmetric threats to critical infrastructure, and threats from the proliferation of weapons of mass destruction.

NIMA's transformation is tied to its near-term investment strategy that:

- Supports the preparation for potential crisis and maintains the right level of support to the Global War on Terrorism

- Builds a solid physical and Information Technology (IT) infrastructure for the Future Imagery Architecture (FIA) Era and invests in Enterprise Engineering as the foundation for our current mission and future transformation

- Supports the Joint Management Office strategy for FIA per DCI direction

- Transforms the Agency to support future Geospatial Intelligence needs

Our success depends on our ability to manage the resources associated with satisfying current mission requirements while also committing resources to longer-term priorities required for transformation. In order to succeed from now through the long-term, we must establish effective working relationships with multiple government and commercial entities. We must leverage technology and apply our personal commitment to collaborate across organizational boundaries. Our customers, which include National Agencies, the Military Services, and Combatant Commands, require end-to-end multi-source and multi-intelligence solutions to increase their depth of understanding. NIMA must provide Geospatial Intelligence that can be used alone or fused with other intelligence sources to provide knowledge and wisdom to our customers.

Shared Vision and Sense of Urgency

NIMA's Geospatial Intelligence Capstone Concept publication describes the power of Geospatial Intelligence as a medium for multi-disciplinary intelligence collaboration and visualization. Geospatial Intelligence is about pioneering the integration of NIMA's existing imagery and geospatial analysis capabilities for the digital information environment of the twenty-first century. To make this integration possible, we must continue to create the tools, tradecrafts, and business practices, and provide the facilities to meet the challenges that face us. NIMA employees at all levels must work with their government and industry partners to deliver a Geospatial Intelligence foundation that meets the highest standards of data integrity and customer confidence. We must establish a shared sense of this vision within NIMA to *Know the Earth…Show the Way.*

A great deal of emphasis is being placed on balancing the expertise and retention of our most important resource, our people. We are rapidly putting in-place an integrated recruitment program along with appropriate human capital management and developing the Geospatial Intelligence workforce. To support our workforce and our customers, an essential parallel effort is underway to deliver an open, flexible, and secure digital enterprise architecture. This digital architecture will enable easier and more reliable access to all available platforms and sources. It will create an integrated information environment for our analysts, information partners and customers to support decision-making and operations. To accomplish these efforts NIMA is synchronizing its planning and execution across the Key Components (KCs). An example of this synchronization is the Enterprise Architecture Council (EAC) that will oversee the implementation

of this architecture. The EAC stakeholders include the Enterprise Architect, the Enterprise Engineer and the Chief Information Officer.

Achieving our vision demands that we greatly increase our flexibility. This does not mean we will divorce ourselves from our heritage capabilities that are so important to our customers and have been so successful in the past. Rather, we will modernize and build upon these capabilities (e.g. new products, data, and services) to better satisfy today's requirements and ensure our future success against new and evolving mission areas. Figure 1 highlights NIMA's ever-changing operating environment—one that is moving from a simple to a complex environment and driving many of the transformational capabilities that we require. Technology alone will not provide NIMA with the degree of flexibility required. We must also make significant changes in Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities.

Stand Alone	→	Integrated
Government	→	Government & Contract
Reconnaissance	→	Surveillance
Mapping 2D & Text	→	Visualization and COP
Single INT	→	Multi-INT Fusion
Deliberate Targeting	→	Real-time Targeting
Traditional Order of Battle	→	Unconventional Targets
Actionable National Intelligence	→	Interactive National and Tactical Intelligence
Foreign Intelligence	→	Domestic Impact
Post Analysis	→	Predictive Analysis

Figure 1: The Transformation of NIMA —
Geospatial Intelligence Functional Agility

The speed and tempo set by our adversaries, the evolving nature of warfare, and changes in technology make it essential that we act with a sense of urgency. We will not undertake transformation activities recklessly, but we must increase the rate at which we conceive and realize new solutions to customers' needs. This requires Functional Management and operational execution that anticipates changes in customers' needs and operating environments. Similarly, our innovation, acquisition, and business activities must respond to customers' future needs by inserting the appropriate new technology and processes into the NSGI.

Transformation Accomplishments

Since publishing the FY03-04 CTBP, NIMA KCs and the NIMA Transformation Council (NTC) have made significant advancements in leading, planning, and executing NIMA's transformation.

Although we have just begun to transform our Agency, our accomplishments have already had positive effects on our people, processes, and technology. Highlights of these accomplishments include:

- Initiated the NTC to synchronize, prioritize, and harmonize transformation activities
- Created new approaches to hard targets and the most challenging customer needs through multi-platform/multi-source exploitation including: airborne motion imagery cells, Geospatial Intelligence Advancement Test beds (GIAT), and the Geospatial Intelligence Fusion Center
- Accelerated our migration to an all digital environment through the deployment of softcopy workstations
- Published the Geospatial Intelligence Capstone Concept
- Expanded and reorganized the NIMA Gateway (web environment), making product and country searches easier and more productive across five customer networks
- Focused attention on analytical tradecrafts development through the stand-up of a Tradecraft Office within the Analysis and Production Directorate
- Initiated our move toward an enterprise architecture by beginning a large-scale systems integration acquisition (GeoScout Program)
- Communicated to NIMA's customers and workforce the Agency's commitment to Foundation Based Operations (Geospatial Transition Plan)
- Created and now populating the Geospatial Intelligence Feature Database as the first step toward an integrated information environment
- Initiated an integrated Imagery Analysis (IA) and Geospatial Analysis (GA) training program and developed a program to provide tiered, career-long leadership training
- Focused NIMA's role as Geospatial Intelligence Functional Manager through the establishment of the Office of Geospatial Intelligence Management (OGM) to provide Community guidance, requirements management, and resource allocation
- Awarded the CLEARVIEW commercial imagery contract to implement a new level of partnering between the U.S. government and the remote sensing industry
- Responded to the quality of work-life needs of the workforce through the design and implementation of enhanced services, to include the consolidation of NIMA employee identification badges into one NIMA and Intelligence Community sanctioned badge, and improved employee access to automated credit union services
- Aligned our compensation practices to better recognize excellence and reinforce a high performance culture
- Dedicated resources to our recruitment program to ensure sound results to support our mission and complement the Agency's workforce transformation objectives
- Increased internal Corporate Communications through an e-business based electronic Bulletin Board

In response to the FY03-04 CTBP, KCs responded to twenty-eight specific actions and also developed Transformation Implementation Plans that included over 300 initiatives. The NTC led an analytic effort to focus these initiatives and identify a set of transformation priorities in concert with NIMA's near-term investment strategy. These transformation priorities were selected based on the effect they would have on enhancing Geospatial Intelligence and improving support to decision-making and operations.

Corporate Performance Categories and Transformation Priorities

Our accomplishments to date are a first step toward NIMA's ongoing transformation. The scope of continued transformation is faced with challenges resulting from the demands of ongoing crisis support and the competition for limited resources. To manage the challenge we developed a set of corporate transformation priorities that are clearly linked to increasing NIMA's value to its customers. This includes those activities that support NIMA's internal customers who in turn can create higher value products and services for external customers.

We have organized our transformation priorities around NIMA's existing Corporate Performance Measurement categories to directly link transformation to performance improvements. These categories reflect a balanced view of the Agency, and cut across all Key Components. Figure 2 shows the relationship between the performance categories to measure transformation progress. Annual performance targets are being developed for each of the categories. Although there are eight categories, only six have priorities associated with them. The remaining two—Advancing Capabilities and Operational Readiness, cut across the other six categories and are affected by all the priorities. Below are explanations for each of the eight categories:

- **Geospatial Intelligence:** NIMA's ability to achieve the Geospatial Intelligence mission.
- **Information Access and Services:** Access to NIMA products, information, and services.
- **Workforce:** The authorized quantity, skilled, trained, diverse, and high performing people to accomplish the mission.
- **Workplace:** Adequacy, suitability, and security of NIMA's facilities and IT infrastructure.
- **Resource Management:** The most effective financial management of NIMA's resources in support of national security objectives.
- **Functional Management:** Lead the NSGI community by overseeing the development and implementation of geospatial intelligence programs.
- **Operational Readiness:** The ability to successfully execute the primary responsibilities (mission) of the Agency.
- **Advancing Capabilities:** The capacity to achieve the ability to provide richer, broader analytical content and move from a product to a service based customer model.

Figure 2: NIMA's Corporate Performance Categories

Impacts of NIMA's Transformation

The alignment of NIMA's transformation priorities to the Corporate Performance Categories is listed in Figure 3.

Performance Category	Transformation Priorities
Geospatial Intelligence	• **Softcopy Migration - Tools and Tradecrafts** • **Multi-Source/Multi-INT Migration and collaboration** • **Global Features Content and Data Improvements** • **Upstream Processing**

ENABLERS

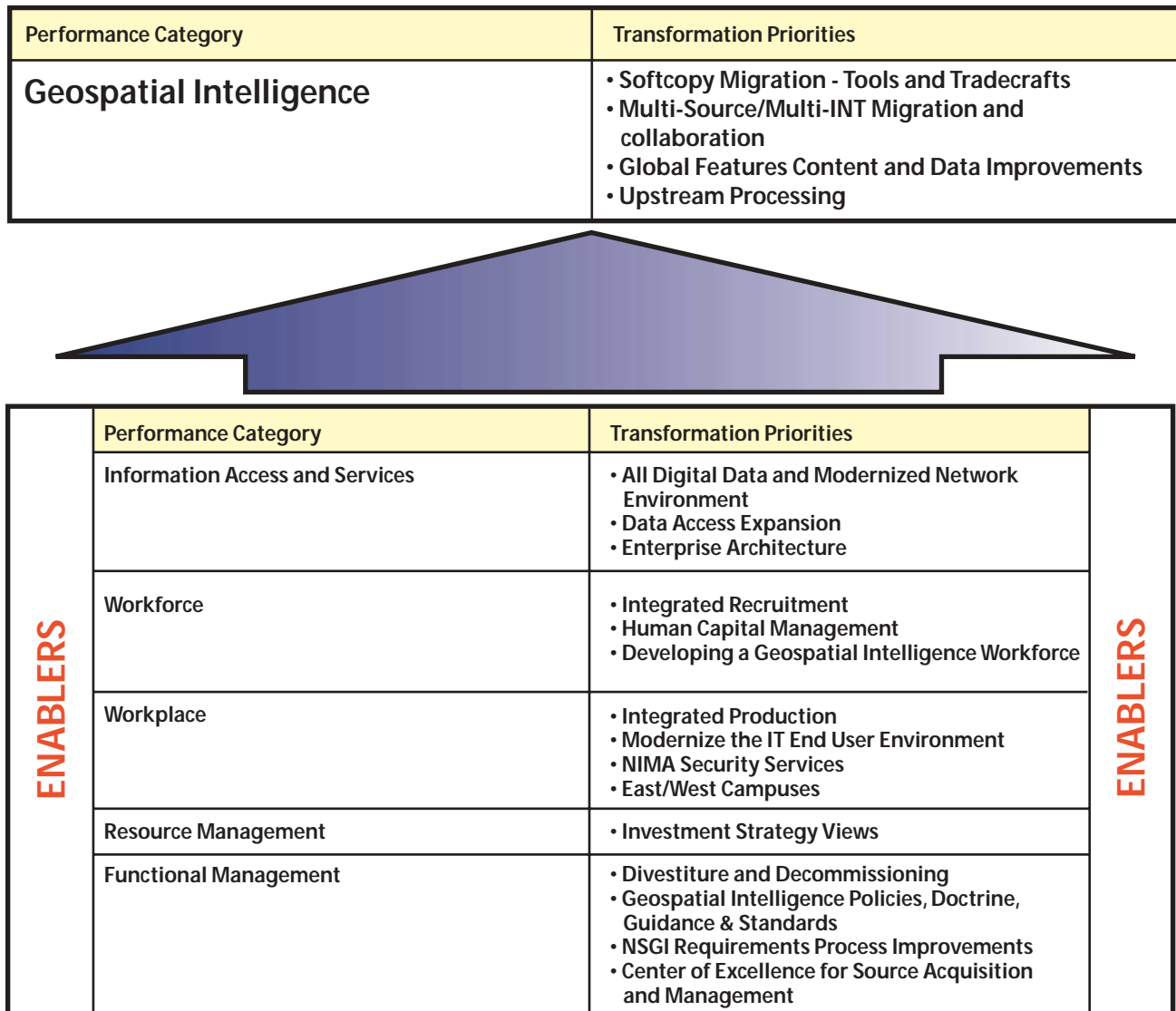| Performance Category	Transformation Priorities
Information Access and Services	• **All Digital Data and Modernized Network Environment** • **Data Access Expansion** • **Enterprise Architecture**
Workforce	• **Integrated Recruitment** • **Human Capital Management** • **Developing a Geospatial Intelligence Workforce**
Workplace	• **Integrated Production** • **Modernize the IT End User Environment** • **NIMA Security Services** • **East/West Campuses**
Resource Management	• **Investment Strategy Views**
Functional Management	• **Divestiture and Decommissioning** • **Geospatial Intelligence Policies, Doctrine, Guidance & Standards** • **NSGI Requirements Process Improvements** • **Center of Excellence for Source Acquisition and Management**

Figure 3: Transformation Priorities for Geospatial Intelligence and Enablers

The following tables define our transformation priorities and identify their associated impacts on NIMA's transformation. Current initiatives and the critical success factors required to achieve the desired impacts are contained in Annex A (classified).

Geospatial Intelligence—Transform to provide more timely, relevant, and accurate Geospatial Intelligence to meet the evolving and future needs of our customers. The Geospatial Intelligence category has four priorities:

Geospatial Intelligence Transformation Priorities	Impacts on NIMA's Transformation
Softcopy Migration—Tools and Tradecrafts: Includes the tradecrafts, tools, and infrastructure needed to create timely, relevant and accurate GI in an all-digital environment	• Provides opportunities to improve timeliness, accuracy, and quality through integration of other sources and platforms including airborne, commercial imagery, imagery derived MASINT, and SIGINT • Increases analyst productivity when tools and tradecraft are properly aligned • Maximizes analysts task to mission

Multi-Source/Multi-INT Migration and Collaboration: Creates new levels of currency and accuracy in GI through the access to and integrated use of all sources of Geospatial Intelligence data, as well as other collateral intelligence information to defeat the hardest targets	• Provides new capabilities against low signature targets by combining signatures in the spatial, spectral, and/or temporal domains
	• Enables faster, more accurate targeting
	  • Detect, track, understand hard target signatures and behavior patterns
	  • Create knowledge faster — i.e. within a target's observe-orient-decide-act (OODA) loop cycle time
	• Drives multi-INT analysis to new levels of tradecraft and collaboration
	• Enables shift to surveillance predictive analysis, and real time targeting
	• Provides additional capabilities for Department of Homeland Security by integration of new sources including commercial airborne sources; domestic datasets from USGS; and a variety of feature specific data from utility companies, state and local governments, etc.
	• Proactively improves the quality, currency, and completeness of Geospatial Intelligence data

Global Features Content and Data Improvements: Evolves the content, databases and architecture necessary to provide more flexible, accurate and timely layers to support intelligence and enhance the geospatial foundation of the Common Operational Picture	• Emphasizes digital data vice products • Enhances foundation data by supporting time-critical creation and dissemination of traditional (feature data) and new information (Geospatial Intelligence) • Improves information quality by including limitations on use (and estimated time to obtain better information) • Guides planning to fill gaps in existing coverage
Upstream Processing: Evolves incoming data processing capabilities and tools from manually intensive initial assessment to automated and prioritized analysis, enabling NIMA to handle future volumetrics	• Improves ability to automatically process and manage large volumes of digital data, freeing analysts to focus on high priority tasks • Improves responsiveness through implementation of cueing/prioritization capabilities that alert analysts to significant incoming data

Information Access and Services— Ensure access to NIMA products, information, and services is easily and rapidly available to all customers (internal and external). The Information Access and Services category has three priorities:

Information Access and Services Transformation Priorities	Impacts on NIMA's Transformation
All Digital Data and Modernized Network Environment: Enables NIMA to improve the responsiveness, quantity, and quality of access to NSGI information and applications	• Delivers higher volumes with faster posting via traditional (push) means • Provides archiving, dissemination and management of library data with eventual move to combine imagery and other information regional libraries • Improves integration and access to multiple information sources across the Intelligence Community • Increases quantities of data transported • Implements a single Agency-wide business network • Ensures the IT budget will include costs of all security requirements • Enhances Continuity of Operations (COOP) posture by backing up NIMA processes East and West
Data Access Expansion: Enables customers to quickly, easily, and accurately obtain data and information (Web, global catalog, dissemination enhancements, new media, and hardcopy)	• Web environment—facilitates rapid user discovery and retrieval of GI information and data; easy access (pull) • Provides traditional hardcopy products in electronic media, enables customer manipulation of data • Provides access to data and products via alternate communications paths
Enterprise Architecture: Establishes standards and delivers systems and processes that underpin NIMA's ability to perform its mission	• Supports the production of Geospatial Intelligence data, analysis, and analytic services • Improves ability to make informed decisions to expend resources • Improves quality of information, with re-use of data and interoperability by implementing a comprehensive, enterprise-wide standards management policy for the NSGI • Enables faster adaptation of new technologies • Fosters ability to more accurately determine cost of data through initiation of geospatial assurance • Ensures the confidentiality, availability, and integrity of NIMA's information • Automates configuration control and auditing services • Develops a more effective network defense architecture

Workforce— The authorized quantity, skilled, trained, diverse, and high performing people to accomplish the mission. The Workforce category has three priorities:

Workforce Transformation Priorities	Impacts on NIMA's Transformation
Integrated Recruitment: Establishing strategic hiring practices for recruiting, hiring, clearing, and training new	• Assures scalability of all activities needed to hire • Creates a robust and integrated process to fill all positions, which is critical to maintaining and advancing the skills needed to fulfill NIMA's Mission • Resolves the lengthy security clearance process and ensures a greater retention in accepted offers • Eliminates uncertainties regarding staffing requirements that impact training, facilities, equipment, and sponsorship • Ensures that NIMA's new employees possess requisite skills and are quickly integrated into the organization

Human Capital Management: The alignment of human capital strategic and programmatic efforts, programs, and interface with the workforce to ensure accomplishment of the Agency's mission, goals, and objectives	• Enables a process to make better decisions on workforce development
	• Provides NIMA a corporate process for projecting future labor skill requirements
	• Defines clear requirements for activities such as:
	  • recruiting
	  • facility space planning
	  • information technology deployment
	  • human resource management
	  • training
	  • budgeting

Developing a Geospatial Intelligence Workforce: Creation of a NIMA culture characterized by strong leaders, and well trained and highly motivated employees with multi-disciplinary Geospatial Intelligence skills	• Builds the NIMA "One Team" – all NIMA • Creates a sense of belonging among the workforce • Focuses on developing management and leadership capabilities in NIMA and enhancing the ability to communicate the strategic vision and direction to the workforce • Prepares cadre of leaders for tomorrow to fill potential leadership gap caused by impending retirements • Creates environment that adapts to change • Prepares employees to work effectively in the new Geospatial Intelligence operating environment

Workplace— The adequacy, suitability, and security of NIMA's facilities and IT infrastructure. The Workplace category has four priorities:

Workplace Transformation Priorities	Impacts on NIMA's Transformation
Integrated Production: The co-location of Imagery Analysts and Geospatial Analysts to enhance collaboration and creation of Geospatial Intelligence	• Fosters cultural shift from legacy missions to integrated Geospatial Intelligence • Creates synergistic, collaborative work environment • Enhances NIMA's abilities to provide Geospatial Intelligence • Provides a single technology platform for use by both IAs and GAs • Realizes bandwidth, performance, and network defense efficiencies
Modernize the IT End User Environment: The recapitalization of telephones and desktop workstations	• Enables seamless communication with deployed and externally assigned NIMA personnel, as well as other IC members • Secures connectivity with NSA • Provides adequate level of telephone density (current system is at maximum capacity at several locations) • Integrates workspace planning with standard IT capabilities and requirements • Enables total asset visibility and license management • Assures efficient management of systems • Establishes a standard 4 year recap program
NIMA Security Services: Provide a full range of organic security capabilities	• Strengthens protection of NIMA people, systems, facilities, and missions • Establishes NIMA control over investigations, adjudication, and all accreditation processes • Introduces risk management & risk mitigation strategies to all processes • Ensures system configuration and compliance standards are met
East/West Campuses: Long term project to consolidate NIMA sites into two campuses	• Reduces vulnerability of NIMA sites • Provides flexible and modern IT environment • Integrates Geospatial Intelligence production • Achieves managerial and operational efficiencies • Strengthens NIMA's cultural identity and unit cohesion

Resource Management— Provide the most effective financial management of NIMA's resources in support of national security objectives.

Resource Management Transformation Priorities	Impacts on NIMA's Transformation
Investment Strategy Views: Will enable NIMA to analyze cost-to-performance relationships in the planning, budgeting, and execution phases	• Clear and consistent linkage between program and budgets, costs, exenditures and performance • Responsive program decisions/resource allocation informed by automated reporting of key financial data • One stop shopping for all of NIMA for Financial and Cost Information

Functional Management— Lead the NSGI community by overseeing the development and implementation of geospatial intelligence programs. The Functional Management category has four priorities:

Functional Management Transformation Priorities	Impacts on NIMA's Transformation
Divestiture and Decommissioning: Legacy Products, Services and Systems	• Divest and decommission products, services and systems to realize efficiencies and reduce O&S costs
Geospatial Intelligence Policies, Doctrine, Guidance, and Standards: Promulgate and monitor consistent policies and standards across the NSGI	• Policies, Doctrine, Guidance and Standards to support rapid and routine sharing of GI across the NSGI to include National/Civil, Defense and Coalition partners • Geospatial Intelligence doctrine to provide a shared conceptual construct to guide NIMA and NSGI
NSGI Requirements Process Improvements: Enables efficiencies for collecting, assessing, prioritizing and allocating requirements against NSGI resources	• Enables cross-functional and cross-program coordination activities to strengthen NIMAs Functional Manager role • Bolsters both internal and external influence/effects across the NSGI to more effectively manage GI resources • Supports customer understanding through monthly Performance Measurement forum
Center of Excellence for Source Acquisition and Management: Brokering multi-source collection strategies that deliver more effective and increased services to customers	• Transforms current collection management to proactive, automated multi-source management for Geospatial Intelligence • Improves integrated production and unified operations by integrating collection and analytical strategies.

POM/IPOM and Program Execution

The final goal of our transformation strategy is to include these transformation priorities within the POM/IPOM fiscal guidance and finally into NIMA's budget execution. When implemented, these priorities will help achieve the stated goals of NIMA's Statement of Strategic Intent. The FY05-09 POM/IPOM guidance and a mapping of existing initiatives to NIMA's budget are in Annex B (classified). As we evaluate investment opportunities, we must assess their potential to provide measurable improvements to Geospatial Intelligence and add value to our customers. By doing so we can invest in those areas that result in the greatest improvement to Geospatial Intelligence given available resources and acceptable levels of risk. These transformation priorities will be combined with the overall NIMA near-term investment strategy and then translated into fiscal planning guidance, appropriate budgets, and measurable execution. We will then have a complete substantive program to measure operational readiness and our progress towards achieving our transformation objectives.

Transformation Governance

Through the NIMA Governance Process the NIMA Transformation Program Manager (TPM) will monitor transformation execution through the NIMA Transformation Council (NTC). The NTC will coordinate the integration of transformation activities among Key Components and communicate transformation status as shown in Figure 4. Where issues arise, the NTC will forward recommendations to the NIMA Corporate Board (NCB) for resolution. The NIMA Business Executive (BX) chairs the NCB. The Director, NIMA will lead quarterly transformation program reviews to assess progress towards these priorities.
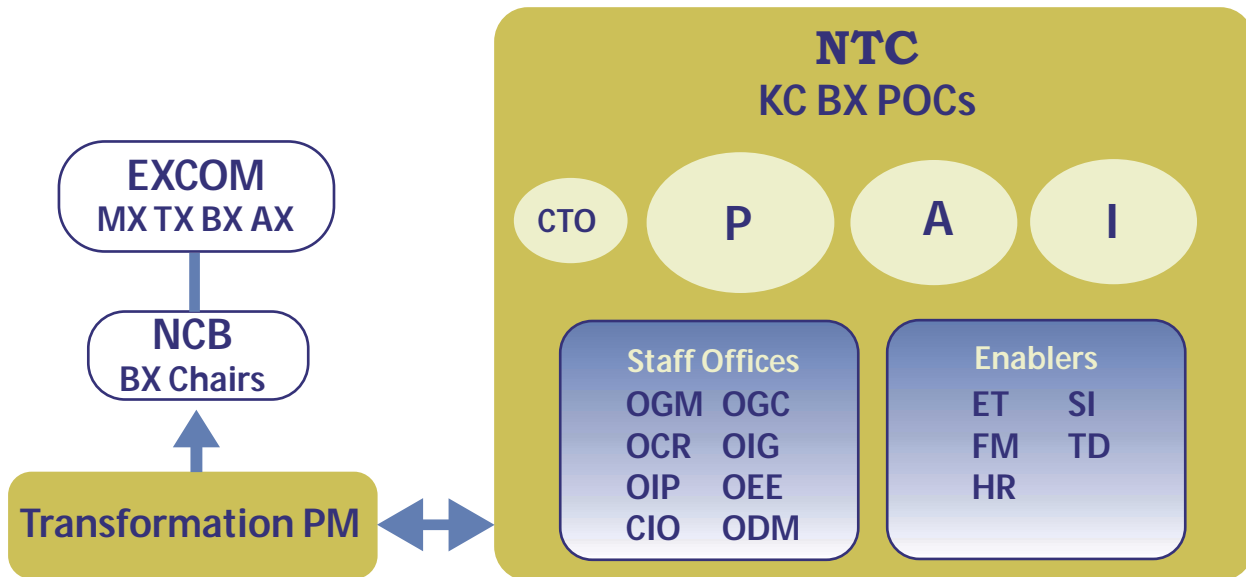
NIMA Transformation Council (NTC)

- Meets monthly
- Chaired by TPM
- KC "BX" POCs are members
- Synchronize, prioritize, and harmonize transformation activities

Figure 4: Transformation Goverance

Summary

The CTBP builds the framework to better understand, manage and measure our transformation progress. We will utilize the existing Performance Measurement Program categories to provide a linkage between our current operational capabilities and our strategic objectives. The lessons we are learning from supporting current operations and preparing for potential conflicts (two of our most important priorities) reinforce the need to continue our modernization and transformation efforts. To ensure we successfully meet future customer requirements, we must continue to drive transformational capabilities throughout our people, processes, and technologies.